

The cover features a futuristic cityscape with a prominent observation pod in the foreground. The pod is spherical with a glass front and a metallic frame, and it has a sign that says 'Ursula'. The background is a dense urban landscape with many skyscrapers. The top of the cover has a geometric design with overlapping triangles in shades of blue, purple, and teal. The title 'REVISTA INCLUSIONES' is written in large, white, bold, sans-serif capital letters across the middle of the cover.

# REVISTA INCLUSIONES

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**ANALYSIS OF THE SOURCES OF PROVISION OF FUNDING  
IN THE SPORT SYSTEM IN BULGARIA**

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**Abstract**

Sports development and management is a complex social and economic system. This requires the setting of new requirements for the improvement of these systems and an adequate systematic approach in line with the economic, social, technological, technical and scientific changes on a worldwide scale. The resource provision of the sports system in Bulgaria must also be adequately complied to, and in line with these new socio-economic conditions. Studying the application of the existing program-project approach and its efficiency for the achievement of high sports achievements, is the aim of the present research. Based on the analysis of the existing system for resource provision of elite sports, and the extremely rapidly changing socio-economic conditions, it is necessary to implement more shorter-term strategies for more effective implementation, organization and management of the elite sports in Bulgaria.

**Keywords**

Resources – Elite sports – System – Strategies – Management

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## Introduction

Sport, in its essence, has always been the reflection of basic characteristics of the society in which it has emerged and developed. Sport is multi-factorial and multi-dimensional, just as any other modern-times social activity is. The different stages of development of the public system are linked to different stages of development of sport, of its role and functions in society.

Sport's development is part of the socio-economic system. Sport is constantly evolving, since it encompasses social, political and economic objectives and technological resources.

The purpose of the current study is to analyze the application of the existing program-project approach for the resource provision and the tracking of its efficiency for achieving high sports results with elite sport in Bulgaria.

## Research methods

The following scientific methods were applied while planning and executing this study: content analysis, systematic approach, expert evaluation, multifactorial analysis.

## Problem definition

Sports management is an activity with social responsibility. It must be considered as the management of the complex and overall change in socio-economic conditions, through delivering services which meet necessities and give value. The management of the sports development is to be observed as "management oriented towards development, and not management restricted within the limits of the process of development"<sup>1</sup>.

Management efficiency is determined by the adequate relations of the organization with its external environment. That environment consists of participants and factors, which define the organization's ability to reach its goals. The participants with which the organization is involved form the micro-environment. The macro-environment compiled of nature-based, political, economic, social and technological factors (forces), have their impact over the micro-environment<sup>2</sup>.

In order to achieve its goals in the external environment, each organization has to use as best it can most of the resources provided by the environment of that organization.

The resource provision of the sports system is the economic foundation, based on which the system builds and is further developed (financial resources, material assets and human resources), and the factors of its functional efficiency (legal, regulatory, scientific, information and medical resource provision)<sup>3</sup>.

The components of the resource provision in the sports system in Bulgaria, include: financing, material and technical provision, functional provision, personnel, legal framework.

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<sup>1</sup> V. Girginov, Management of sport Development (UK: Elsevier, 2008).

<sup>2</sup> Ph. Kotler, G. Armstrong (USA: Pearson Prentice Hall, 2008).

<sup>3</sup> B. Tzolov, Osnovi na marketing v sporta (Sofia: Bolid-ins, 2008).

Nowadays, one of the most profound problems in the sports system, is its financial security.

Based on their origin and factor dependence, three groups of sources of financial funding for sports can be formed:

I<sup>st</sup> Group – Public funding: targeted funds from the state budget, municipal budgets, budgets from the activities of the state sports body (MPES), assigned funds from other state institutions (MEYS, MH), etc.

II<sup>nd</sup> Group – Finds from the ordinary activity: transfers of players, delivering sports services to the public, competitions prize funds, leasing of sports base – venues and facilities, revenues from commercial activities, membership fees, stocks and investments of sports clubs, etc.

III<sup>rd</sup> Group – Attracted funds: from sponsorships, sales of television and advertising rights, sales of “sports entertainment” (tickets and subscription cards / passes), Bulgarian Sports Lottery, etc.

The comparison between the financing of the Bulgarian system and the forms of legal registration shows that Bulgarian sports organizations rely mainly on the public funding as their activity’s major funding source (Table 1).

Funding Sources	Percentage	Legal Registration	Percentage
Central authorities	67%	Public benefit	79%
Business	15%	Private benefit	20%
Local authorities	9%	Commercial Law	1%
Population	7%		

Table 1  
Comparison of funding sources and legal registration

This is in contrast, on the one hand, to the logic of the sports systems in the EU member-states, where the main source of funding is the population, financing comes from inherent activity and attracted target groups, and on the other hand - this is contrary to the economic capabilities of the state as a financial source.

The financing of sports is determined by the socio-economic development of the country. The lack of financial resources during the years of transition into democracy, led to gray economy entering into the sports sector, and a number of negative phenomena related to political and economic goals, including use of sports for concealment and legitimization of money, corruption practices with gambling providers and gambling business owners, and others<sup>4</sup>.

The factors which trigger sponsorships are: economic (financial resources and benefits), social (popularity of sports in the country, profile of the fans, media interest),

<sup>4</sup> A. Georgiev, “Otnosno stryktyrite v sistemata na bulgarskiq sport i strategiqtta za razvitie na fizicheskoto buzpitanie i sporta za perioda 2010-2020 g.” (Sofia: Sport i nayka, br. 2, 2010).

resource-based (sports achievements and management capacity), and information (proven effect)<sup>5</sup>. In practice, what is noticed is that a large number of Bulgarian sports organizations are not financed by sponsorship, due to lack of entrepreneurial approach or default reliance on the financial support by the state<sup>6</sup>.

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We can see an opportunity to improve the financial and resource provision of elite sports in Bulgaria, which at this stage is executed in the form of advertising, television rights, transfers and sports services, and this opportunity is the introduction by law of tax reliefs for investments in the development, organization, management and staffing of sports.

An important element of a financial stability is the systematic analysis of the socio-economic "value-efficiency" of costs, performed at two levels:

- costs for the inherent activity – for maintenance of the sports organization and running the activities. These costs are subject to planning and control considering the current profitability;
- investment costs for attracting funds – for improving the attractiveness of the material base for the target groups; to attract athletes and specialists who would improve the ranking of the sports organization; to attract athletes, viewers and stadium-visitors and sponsors by building and establishing a brand, etc.

For its activity, in 2017 the wrestling federation receives state funding at the amount of BGN 3,000,000. The other nine sports that receive the highest-value funding, are the following: volleyball – BGN 2,200,000, boxing – BGN 1,800,000, rhythmic gymnastics – BGN 1,695,229, skiing – BGN 1,550,000, athletics – BGN 1,410,000, football – BGN 1,200,000, canoe-kayak – BGN 1,100,000, biathlon – BGN 1,100,000 and weightlifting – BGN 850,000. The following federations will also receive funding in 2017, but their projects are still to be reviewed and the contracts have not been concluded: Bulgarian Cycling Union, BF of Rugby, BF of Chess, BF of Water Polo and BF of Karate. In 2018 wrestling is again the most generously funded sports federation by the Ministry of Sports. It leads with BGN 2,500,000, and the curious thing is that its budget was cut by half a million leva – for the previous year, 2017, it received exactly BGN 3,000,000. Second place with BGN 2,200,000 takes the volleyball federation, and its funding is stable compared to last year. In third place comes the Athletics Federation with BGN 1,910,000, and its money has been increased by half a million leva. The Rhythmic Gymnastics Federation remains fourth. In 2018 it receives BGN 1,824,000, while in 2017 its funding was BGN 1,695,229. Top 5 is completed with the Boxing Federation with BGN 1,800,000 (no change in the funding versus previous year). The Ski Federation will also receive over BGN 1 million – 1,370,000, and Football (BFU) – BGN 1,250,000.

<sup>5</sup> I. Slavchev, "Nqkoi aspekti na sponsorstvoto v lekata atletika" (Sofia: Sport i nayka, br. 4, 2008).

<sup>6</sup> B. Tzolov, "Finansovoto osigyrqwane na sporta v Bulgaria – vuzmojnosti za podobrqvane" (Sofia: Sport i nayka, br.2, 2005).

The state, in the person of the Ministry of Youth and Sports (MYS), allocates exactly BGN 1.892 million more to the federations for their activities in 2019 compared to the previous year. The sports are divided into 5 groups according to their priority ranking, according to MYS. The first group includes sports that have won at least one medal at the last two Summer Olympics or at the last World Championships. According to this criterion, the Olympic karate joins the elite sports – thanks to the bronze medal of Ivet Goranova (55 kg) at the Karate World Championships in Madrid in November. In the second group the Ministry have ranked the sports which took 4th to 6<sup>th</sup> places in the last two Olympics and 4th to 8th in their last World Championships. The third group consists of sports that are considered to have the opportunity to secure Olympic quotas for Tokyo 2020 and the Beijing 2022 Winter Games. The next group (fourth) is made of "socially significant sports" (which are highly popular and widely practiced – such as football, basketball, table tennis, martial arts, etc.). And in the last, fifth group, are combined the "sports with opportunities for development". The wrestling will have the highest-value state funding grant – BGN 3 million, with 500,000 more than in 2018 (an increase of 20%). In this way this sport returns to the level of funding from 2017, when it received BGN 3 million again.

Athletics receives BGN 135,000 more, rhythmic gymnastics – BGN 176,000 more, weightlifting – BGN 120,000, karate – BGN 300,000, tae kwon do – BGN 150,000, boxing – BGN 65,000, judo – BGN 100,000, and swimming – BGN 50,000 increase. From the first two groups, only volleyball (BGN 2.2 million, as in 2018), canoeing (970,000, as in 2018), shooting (BGN 100,000 less) and skiing (BGN 270,000 less) do not receive an increase. For volleyball the reason is because it is not yet clear whether our men's or women's national team will be able to take quotas for Tokyo 2020. The qualification matches are this summer, and if performance is successful, this sport will probably receive extra money with an annex to its contract with the MYS.

In the financial provisions set in the national strategy for the development of physical education and sports in the Republic of Bulgaria 2012-2022, the long-term goal by 2020 is public expenditures for physical education and sports to be systematically increased in a trend until they reach the value of 0.5% of the GDP.

One of the main factors that determine and shape the scale and prospects of the structural and functional development of the sports system, is the material and technical base. The main quantitative and qualitative characteristics of the sports facilities, their territorial location and their accessibility, looking from the perspective of efficient usage, provide the basis for assessment of the functioning of the entire system<sup>7</sup>.

According to the public register, sports objects (facilities) and facilities for social tourism in 2010 in Bulgaria are 2012. This material base is quite depreciated and does not meet modern international standards and safety requirements for sports, cultural and other activities. Nearly 90% of these facilities are managed by municipalities, 7% are state-owned and only 3% are privately owned.

When analyzing the activity of the MPES (Ministry of Physical Education and Sports) on the acquisition of European programs for sports infrastructure, in which the Sports Ministry is a direct beneficiary, so far under the operational program "Administrative Capacity" a non-refundable grant of BGN 617,854.36 has been received.

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<sup>7</sup> P. Bankov, Upravljenje na sporta v svobodnoto vreme (Sofia: Bolid-ins, 2005).

There are more than 20 sports facilities of national importance that are public state property (NSB or National Sports Base). Some of the top ones are: National Stadium "Vasil Levski" – Sofia; "Bulgarian Army" Stadium – Sofia; Pancharevo Sports Training Base – Sofia; Diana National Sports Complex – Sofia; NSB "Sportpalace" – Golden Sands resort complex; Multifunctional sports hall "Arena Armeec Sofia"; "Yunashki Salon" – Varna; NSB "Spartak" – Sozopol; Khan Asparuh Equestrian Sports Base; Sofia Serdika Cycling Racecourse – Sofia; Belmeken High Mountain Sports Complex.

In general, the sports facilities which are in good condition are those that are managed and owned by private companies. The generation of own revenues from the sports base stimulates its good maintenance and use.

Among the main factors to affect the degree of usability of sports facilities, is their accessibility in the daily lives of people from the perspective of the dynamics and mobility of their needs and interests for spending their free time.

Human resources are the main engine for other resources of the sports system in Bulgaria. We can divide them into four groups: sports specialists, sports players (athletes), managers and volunteers. The system has a large number of trained specialists with different qualification profiles. The main condition for the development of sports is the advancement and development of these same specialists<sup>8</sup>.

The personnel ensuring the functioning and management of the sports system are crucial for its coping with the increased competition in modern sports. The lack of regulatory documents and qualification levels guaranteeing the social status of the coaching profession is the reason for a large number of highly qualified coaches to leave or change their professional orientation. There has been an environment created, in which there is no control over the qualification and the level of the studying-training and competition activity. It is conducted by less qualified and not possessing the necessary competencies, freelance amateur specialists.

The reduced quality of the training process causes the demand for introduction of a qualification framework for the coaching profession. It includes determining of levels according to educational degree, professional experience and powers of the staff, keeping a register, periodic attestation and measures to guarantee their social status<sup>9</sup>.

Figure 1. presents the data on the number of the graduates in sports majors from sports with the largest funding in the period 2017-2019. The analysis shows that the largest number – 81, are graduates in "Football". In Wrestling, the newly graduated professionals are 44, of which 17 at Wrestling classic style and 27 – Wrestling freestyle. Third place in the number of graduates takes the Karate-do – 25 people.

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<sup>8</sup> P. Bankov, *Upravljenje na sporta v svobodnoto vreme* (Sofia: Bolid-ins, 2005).

<sup>9</sup> L. Kamenov, "Razvitie na treniorskata profesia – sustoyanie i perspektivi" (Sofia, Sport i nayka, br. 6, 2011).

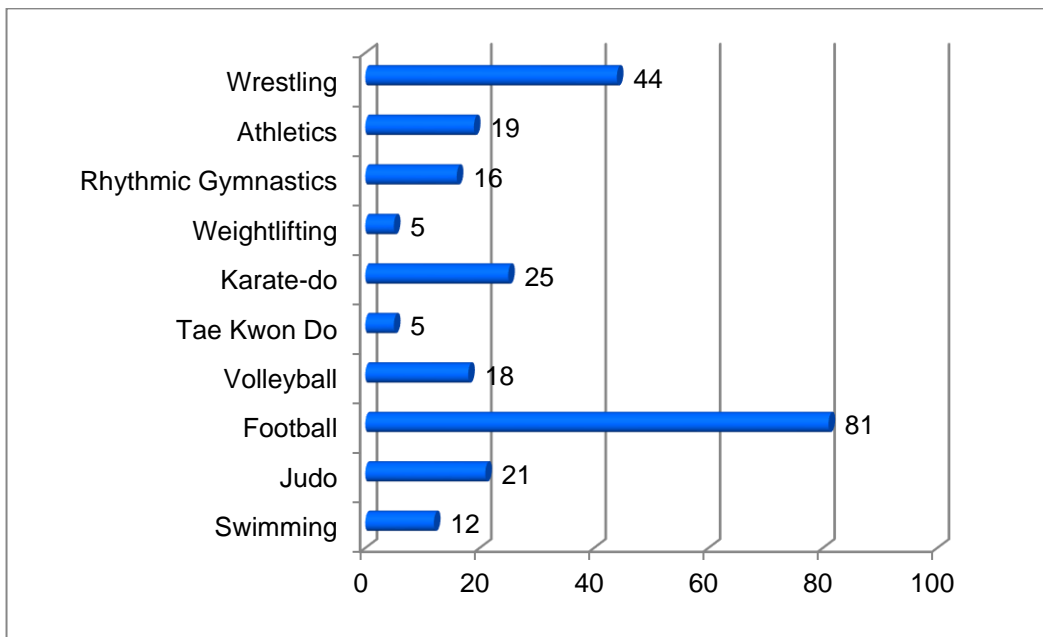


Figure 1  
Sports specialists graduated in the period 2017-2019

The sports system can be defined as a relatively closed system for top management. A survey among 91 of the leading sports federations and national sports organizations (Figure 2) shows that 46% of them are former or current athletes, and 19% have professional careers in areas such as politics, education and others<sup>10</sup>.

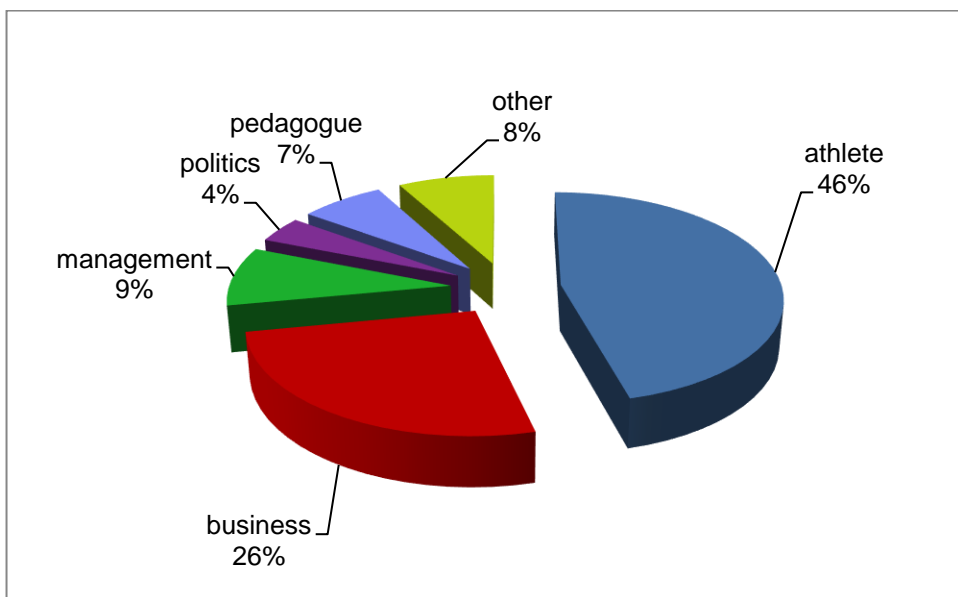


Figure 2  
Professional occupation of the chairmen of sports federations and national sports organizations

<sup>10</sup> S. Kapralov, Metodologiq i teoriq na promenite v obshtestvoto i upravlenieto na fizicheskoto vuzpitanie i sporta (Sofia: Nais An EOOD, 2017).

The development of sport as a specific socio-economic sector requires effective management<sup>11</sup>. It is based on the interests and needs of people, turned into measurable goals, control over current processes and unanimity of the team or management team. The value of the managers is defined in five areas: theoretical, economic, technical, social and political, based on their ability to deal with competition<sup>12</sup>.

Volunteering is an activity undertaken on one's own free will; without striving for financial benefits; it is for the benefit of the volunteer, the community or society in general; does not replace the paid activity; refers to formal and informal activities; it is often undertaken for the benefit of non-profit organizations or the community.

There is still not enough sufficient data to support social inclusion policies and volunteering in sport. To date, no systematic, multinational study has been conducted focusing on the political conditions, economic and social consequences and structural characteristics of sports associations, federations, clubs and other organizations promoting social inclusion and volunteering in sport. In the sports calendar of each sports federation, there are different types of competitions organized, such as: city, regional, European, world championships and Olympic Games. Each of them takes place at a certain time. Volunteering is an integral part of them, as is its selection. Technological and system resources are the factors of the functional efficiency of the sports system, which determine its successful development. The technological ones refer to the productivity – the scientific, information and medical provision of the system. The medical provision of the sports system goes down to studying the health and sports status of children and adolescents and medical control of athletes. The lack of a unified methodology and the lowered criteria for control of the preparation and recovery are the basis of the doping problems of the Bulgarian athletes and teams. Modern sports medicine, with the help of rapidly evolving technologies, requires significant funding<sup>13</sup>.

In order to have good medical provision of the sports system in Bulgaria, it is necessary to study the health and sports status of children and adolescents. It is also necessary to run continuous medical control of elite athletes. In recent years, problems related to doping of Bulgarian athletes are related to the lack of a unified methodology and low criteria for controlling the training process and conducting a scientifically based recovery and diet. As a consequence of this reduced control, there have been 33 positive doping tests of elite athletes registered in the last five years. The fight against doping is a top priority of all world organizations related to sports: The Council of Europe, the World Anti-Doping Agency and the International Olympic Committee. The scientific and medical resource provision of the elite sport does not meet the constantly growing modern demands towards the training and competition activity. The closure of the existing regional research-application laboratories and the reduced control of the training process in these centers for high sportsmanship and the existing sports schools on their territory, are the basis of the low quality and deteriorated system for the recruitment and selection of the competing athletes pool. Creating even better conditions for research and development, including providing new applicable and proven in sports practice technologies and innovations, will contribute to better resource provision of elite sports in Bulgaria.

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<sup>11</sup> I. Kalaikov, Sistema za obuchenie na sportni menidjuri v Bulgaria (Sofia: NSA-press, 2001).

<sup>12</sup> E. Silagi, Menidjmunt: nayka, izkystvo, praktika (Varna: IIB ns IY, 1992).

<sup>13</sup> S. Kapralov, Metodologiq i teoriq na promenite v obshtestvoto i upravlenieto na fizicheskoto vuzpitanie i sporta (Sofia: Nais An EOOD, 2017).

## Conclusion

Based on the analysis of the existing system for resources provision of the elite sport, and the extremely fast changing socio-economic conditions, the conclusion is that there is the need to apply more shorter-term strategies for more efficient execution, organization and management of elite sports in Bulgaria. The specific management goals for adequate and correct resource provision of elite sports, require also setting up and building annual rank lists for analysis of the momentary condition, the results from the invested budgets and the achieved results.

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